Name of Organization: dreamMakerS, Inc.

Category/Program Area: Newer; Older Adults/Disabilities

Amount Requested: \$20,000

**Project Description:** Provide educational and supportive programming dedicated exclusively to meeting the unique needs of children whose parents have MS.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Applicant is requesting operating funds in the amount of \$20,000 from the County Council to fully fund: rental space, consultant fee, supplies, laptop, and data management system.
- The organization offers opportunities to families living with MS to network with other families. It provides education and advocacy support to families, activities for the entire family, and a family dinner program which helps families prepare healthy meals to take home to put in the freezer.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- dreamMakerS, Inc. served 179 people in 2014, which reflects an increase since inception.
- The organization has a database of 70 families that it emails regularly about programs.
- Because of the increase in demand for services, the organization would like to increase the number of programs offered in Montgomery County.
- The funds will be restricted to families living with MS in Montgomery County. They will be used to increase staff time and operating expenses for services provided to Montgomery County residents.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- dreamMakerS, Inc. was established in 2010 for the purpose of helping children of parents with MS.
- In 2010 the organization was completely volunteer-driven. It now has a part-time contractor who serves as the executive director and oversees all of the activities.
- The organization currently works with Montgomery County Volunteer Center and is listed on its website, and uses social media outlets to recruit volunteers. It also works with local support groups, medical professionals, and similar organizations in exchanging adaptive equipment for families.

- The organization will measure outcomes by tracking the number of families served, targeting an increase of a minimum of 25%. Will measure success by an increase in referrals from medical professionals by a minimum of 10%.
- Plans to conduct a minimum of 10 programs in Montgomery County.
- Devote dollars specifically to Montgomery County constituents with the hopes of increasing public awareness and volunteer recruitment, which would result in an increase in resources and funds.
- The proposal was written clearly and precisely. It could have been strengthened if the applicant had included under the outcome description the number of families served/programs offered and linked them to anticipated level of success.

Name of Organization: Easter Seals Serving DC/MD/VA

Category/Program Area: Established; Older Adults/Disabilities

Amount Requested: \$110,250

**Project Description:** Launch the Center for integrated Early Childhood Autism Services to provide intensive center-based services for children 18-36 months with autism

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- County funded planning grant awarded last year
- This year's request is to hire program director to implement program
- Insurance coverage rates for reimbursement are in process of being established
- Montgomery County Infant and Toddlers funding possible
- 4-12 children is capacity for children residing in Montgomery County

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Target population clearly identified, as many as 239 children between 18 and 36 months
- There are no center-based programs for this age group
- This program will serve as a nationwide model for early intervention

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Organization is an independent affiliate of the national Easter Seals network
- Professional Advisory Committee is convening to analyze research, discuss intervention curricula, define evaluation agenda and link to community resources
- Strong capacity to carry our program

- Proposal would be stronger with outcomes related to children served and percentage of children meeting or exceeding developmental goals
- Plan to be self-sustaining after first year of operation
- Seeking funding to employ Program Director to lead implementation with Professional Advisory Board

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Name of Organization: Educational Video In Spanish, Inc.

Category/Program Area: Established; Amount Requested: \$20,000

Community Development

**Project Description:** This grant proposes to produce and broadcast four episodes of "Linea Directa", the region's longest running television program dedicated to Latino public service.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

• Reaching under-served where they live, providing a voice for numerous non-profits/service providers to get their message out. Difficult to quantify, as Nielsen Ratings only rates weekday viewing. Telemundo, a partner, has a 50% share in the local Hispanic market. With its alliance with NBC4 and Telemundo, they are able to leverage \$300,000 in in-kind technical and broadcast services. The four episodes of Linea Directa covered under this application will reach tens of thousands of Spanish speakers in the Greater Washington DC Region, less (possibly far less) than \$1 per participant.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

• The reach into the Latino population, given the downturn in print media, should not be underestimated. Their ability to engage the County's most linguistically isolated is not being done to this scale and scope by another organization.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage noncounty government funding/resources; organization's capacity to carry out program):

- Long history of providing this service to the community
- Highly talented professionals
- No one out there does anything like this
- FY14 work with the County Council focused on issues including; minimum wage rights, after school programs, affordable health care options, and pedestrian safety,
- Ford Foundation -- Leadership for a Changing World Award
- Proposal would be stronger if Board were stronger and more developed.

**Strength of Proposal** (clear description, measurable and relevant outcomes, including results achieved to date; integration/coordination with other nonprofits and County services; clear\budget description; plan for future funding):

Some featured topics include bullying, services for children,

- Partnerships with CASA, Mary's Center, Centro Nia, MCPS, AYUDA, and many others
- High match -- total project budget of \$100,000
- They have a long history of carrying out the project
- Topics of programs are chosen in consultation with County leaders.

Name of Organization: Elite Sport Youth Development Academy

Category/Program Area: Newer; Youth
Development

Amount Requested: \$40,000

**Project Description:** Provide for healthy environment, educational, and recreational activities through sports for minority kids.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- The organization provides after school culturally appropriate sports and recreational activities for minority students 6-18 years.
- Organization seeks \$40,000 for coaches, soccer field rental and staff development.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The program is geared towards after school program for Long Branch district new immigrant and minority kids.
- Develop and implement sports (soccer) clinics that services 300 students annually with cultural, health and personal development awareness programs.
- Students will be able attend the after school program 2-3 times weekly.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Formed in 2010 and established in 2012 by former International soccer players and group of enthusiastic supporters who are immigrants themselves.
- Soccer Academy has been serving this community through soccer training camps, intercultural exchange programs and after school programs.
- The academy participated in 3 soccer tournaments and played more than 340 games.

- The organization gets quarterly contributions from members.
- The organization's proposal is well written.
- Personal awareness development programs.
- The budget is clear.

Name of Organization: Empowered Women International

Category/Program Area: Established; Amount Requested: \$49,120

Economic Development

**Project Description:** Entrepreneur Training for Success (ETS) is a business training and personal growth program for immigrants, refugees and low-income women who are heads of households designed to help women become economically independent and socially integrated into their communities.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- ETS consists of a 3-month, 60-hour course offered twice a year to a total of 16-24 immigrant and low-income women referred to Empowered Women International (EWI); they must have an idea for a business and pass an intake assessment. Additional mentoring services are provided by volunteers and ETS/EWI graduates to ETS participants as well as women outside of the targeted group.
- Bilingual course material and trainers will be a part of the program for the first time in 2015.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Many low-income, immigrant women heads of households could start their own micro-businesses or increase their earnings with personal and business training.
- The program emphasizes its holistic approach to economic empowerment: it seeks to boost entrepreneurship and workforce readiness among the targeted group by addressing issues, such as self-confidence, as well as business skills.
- By linking participants to other EWI workshops and community events, and having graduates mentor others, the organization seeks to increase participants' civic engagement.
- Applicant is also a conduit to micro-finance opportunities through affiliations with lenders.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- EWI's strength is in entrepreneurship through its partnerships with and funding from businesses and banks. EWI was established in 2002 but did not have a presence in MC until 2011.
- EWI relies heavily on referrals from organizations, e.g., International Rescue Committee and on volunteers from businesses, the community and local volunteer centers.
- It has budgeted for 2 paid trainers for MC for the ETS program in FY16, but currently only has 1 staff person assigned to Maryland.

- EWI provided general information for MC program participants: since 2011 EWI "trained and launched in businesses" more than 90 MC women through ETS and 300 MC residents received business, coaching and "wrap around" services from EWI.According to EWI's FY15 end of year report, 22 MC residents "launched micro-enterprises" through the ETS program.
- The application would be stronger if it focused on more specific data for MC residents and if outcomes for MC included: the number of new businesses expected, their staying power, percentage of increased earnings, and number of MC residents expected to obtain micro-financing.

Name of Organization: Empowered Women International

Category/Program Area: Established; Amount Requested: \$47,510

Economic/Workforce Development

**Project Description:** Provide workforce readiness and life skills training, plus support services, to low-income immigrant and refugee elementary school mothers.

**Cost-benefit analysis** (cost of service or activity; impact on recipient relative to cost):

- Pathways to Opportunity (PTO) is a new, 30-hour training and mentoring program for 50 women a year at Leleck Elementary School. Other support services would also be provided.
- The program is a pipeline to other Empowered Women International (EWI) workforce training and entrepreneur programs.
- The budget (totaling \$109,520) is large for 50 program participants, but it relies on a considerable amount of in-kind services for personnel and overhead plus county funds.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The program targets low-income, immigrant women, providing "work force readiness and life skills training."
- Most of Leleck's families are at or below the poverty level and 75% speak a foreign language, a demographic that EWI believes it is especially suited to assist.
- By conducting the training at the school, EWI hopes to foster greater school involvement as well, which will benefit the women and their children.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- EWI was established in 2002 and has served the "Greater D.C. Metro area", which, until 2011 EWI limited to Virginia and D.C.
- EWI states that its training materials and support services would have to be modified for this PTO
  cohort because they were developed for "women who are more advanced in their skills and
  knowledge."
- EWI will solicit volunteers from Leleck ES (which could be difficult given the challenges of a low-income and language restricted community), from corporations with whom it has relationships on other projects, and EWI will partner with the Washington Center, American and Georgetown Universities.

- Outcomes are clear but are difficult to measure, i.e., living within a person/family budget; vague, i.e., "participate" in a community organization, and less significant, i.e., signing up for another EWI program.
- EWI states that it would continue to seek support from Montgomery County to replicate the PTO program at other schools and apply to funding sources for other EWI programs.
- PTO's support services may overlap other established county-funded organizations.

Name of Organization: Empowerment Essence

Category/Program Area: Newer; Youth
Development

Development

Development

**Project Description:** Provide training, support, resources, counseling, mentoring, life skills, and financial assistance for youth and young adults including their families.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

• The organization hopes to educate 200-500 individuals on suicide prevention and at least 2000 individuals on anti-bullying.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The organization will focus on suicide prevention and anti-bullying.
- Other organizations including MD-SPIN and D.A.R.E. provide similar services. This organization reports it would provide more hands-on assistance.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; number of staff, volunteers and/or partner organizations in program; leverage non-county government funding; organization's capacity to carry out program):

- The organization was established in October 2014. Being a brand new organization, its operating funds are \$5000 (provided by the founder), and it will rely heavily on pro bono work until it receives additional funding.
- The founder receives guidance from several senior advisors and has herself served on the board of similar organizations.

- While the high level of enthusiasm and ambition for the project is evident, the overall proposal is not clear. It needs more information about the actual programs it plans on implementing.
- Since the organization is brand new and is operating on limited funds, it may be beneficial to set smaller, more focused outcome goals.
- It would be helpful if the organization explains further how it sets itself apart from other similar, established organizations.

Name of Organization: Equipment Connections for Children

Category/Program Area: Newer; Older
Adults/Disabilities

Amount Requested: \$15,000

**Project Description:** Provide support for storage rental facility, durable medical equipment (DME) repairs, insurance, and staff wages.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- County grant would pay 54% of the program cost (\$15,000 of \$28,802), while some of the requested funds would be used for servicing durable medical equipment, the majority will be used for rent, salaries and overhead.
- Equipment distribution increased by 52% from FY13 FY14
- The cost of the recycled/refurbished adaptive equipment distributed is of great value to families who would be unable to afford new adaptive equipment (if new, 176 pieces would cost approx. \$242,296).

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The need for this program is compelling and supports families with special needs children
- Provides a network of recycling adaptive equipment that has salvage benefits for families
- There is one other organization providing similar service with some coordination to fill gaps and wait list, but list no coordination of storage

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- The organization has been operational for 4 years.
- Uses 26+ volunteers
- Leverages non-government grants
- Refers and partners with other nonprofit organizations that serve children with disabilities to identify families in need of DME
- The target population is well defined and clearly benefits from the organization's services

- The program is well planned out as far as its mission and outcomes
- The organization has an increasing number of requests demonstrating a need within the county for the services and is able to secure corporate grants and other non-governmental grant to support their mission.
- Projected budget is sound, however, there is no treasurer on their small Board of Directors
- Collaborates with other organizations providing services to children with disabilities
- The statistics and outcomes were sound and this small organization provides a huge and impactful service to a well-defined target population.

Name of Organization: Equipment Connections for Children – County Executive		
Category/Program Area: Newer; Older Adults/Disabilities	Amount Requested: \$10,000	
Project Description: Operating support	•	
Cost-benefit analysis (cost of service or activity; i	mpact on recipient relative to cost):	
See evaluation on prior page		
<b>Public benefit</b> (identified and demonstrated need; justification):	target population well served by proposal; program	
See evaluation on prior page		
<b>Strength of organization</b> (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):		
See evaluation on prior page		
<b>Strength of Proposal</b> (clear description, measurab to date; integration/coordination with other nonproplan for future funding):	le and relevant outcomes, including results achieved fits and County services; clear budget description;	
See evaluation on prior page		

Name of Organization: Ethiopian Community Center in Maryland Inc. (ECCM)

Category/Program Area: Newer; Youth
Development

Amount Requested: \$75,000

**Project Description:** Provide educational, life/survival, sportsmanship, and leadership skills to middle school boys and girls from low income families including immigrant families.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

• The total program cost is \$85,000; seeking \$75,000 from the county grants. It will provide educational, life survival, sportsmanship and leadership skills to middle school boys and girls from low income families including immigrants.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The program reports it will reduce the number of school dropouts, involvement in unhealthy, criminal and risky activities, such as Hookah, Marijuana, and alcohol usage, substance abuse, and inappropriate sexual behaviors.
- The program plans to create the opportunity to build confidence, make informed decisions and wise choices at a time that is critical for transition to adulthood.
- It will enable the county to advance its priority of youth development support. It plans to lay the foundation for successful adulthood and sustainable communities by investing at the critical time of middle school and adolescence where developing values, skills and competencies play strategic role.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- The Ethiopian Community Center in Maryland has been involved with Ethiopian youths for some time now. It demonstrated cultural capability to working with Ethiopians and other immigrant communities, especially Africans.
- The ECCM is able to raise funds through membership dues, donations and fund raising events.
- The ECCM partners with Montgomery College at Silver Spring, University of Maryland, College Park, Washington Adventist University and Walden University.
- It has recruited a large number of soccer coaches from both local and outside clubs and institutions.

- The proposal was clearly written. The population chosen to be served needs such services.
- ECCM is ready to collaborate with other nonprofits to provide culturally competent service to low income families, among them African immigrants.

Name of Organization: Ethiopian Community Center in Maryland Inc. (ECCM)

Category/Program Area: Newer; Amount Requested: \$75,000

Health/Behavioral Health

**Project Description:** Provide preventive health screening, testing, counseling, trainings and workshop services to improve health awareness among low income resident families.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- The project budget is \$85,000 and the request is for 88% of the cost.
- The cost per participant is difficult to estimate since the proposal addresses several communities and issues without estimating numbers.
- The ECCM states that it will collect minimal fees to establish a "revolving fund" to support its activities.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The project targets low income African immigrants.
- The focus of general health information, screening and referrals could be beneficial if the population is stable and outcomes are tracked.
- The organization Ethiopian Community Center of Maryland includes residents of other Maryland Counties and the District of Columbia in its definition of community.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- The ECCM is 2 years old. With county funding it has established an office in Silver Spring and gathered information resources to make available to its target audience.
- The Board is active and includes members from other counties and DC.
- In their January report on FY 2015 funding, they list 2 three hour health events one in Takoma Park for 32 people and one in DC for 28 people. They also have Memorandums of Understanding with 5 health professionals to provide services at reduced cost.
- They expect to do a walkathon and hold a fundraising dinner this year.

- The proposal would be stronger if specifics of activities and target groups were clearly defined and included and if outcome measures were based upon existing evidence-based instruments.
- Outcome measures described in the proposal require follow-up with participants during the year, but the proposal does not detail how this follow up will be implemented.
- The proposal would have been enhanced it the outcome of increasing the number of self-sustaining community groups had been clarified.

Name of Organization: Ethiopian Community Center in Maryland, Inc. (ECCM) – County Executive		
Category/Program Area: Newer;	Amount Requested: \$10,000	
Health/Behavioral Health		
<b>Project Description</b> : Provide obesity and nutrition management, healthy relationship and reproductive		
health management, and mental health and substanc		
Cost-benefit analysis (cost of service or activity; in	npact on recipient relative to cost):	
<ul> <li>See evaluation on prior page</li> </ul>		
Public benefit (identified and demonstrated need; ta	arget population well served by proposal; program	
justification):		
<ul> <li>See evaluation on prior page</li> </ul>		
Strength of organization (how long has agency del	livered proposed services, received public funds for	
program; use of volunteers and/or partner organizati	ions in program; leverage non-county government	
funding/resources; organization's capacity to carry of	out program):	
<ul> <li>See evaluation on prior page</li> </ul>		
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Strength of Proposal (clear description, measurable	e and relevant outcomes, including results achieved	
to date; integration/coordination with other nonprofi		
plan for future funding):		
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<ul> <li>See evaluation on prior page</li> </ul>		
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Name of Organization: Faith Connections, Inc.

Category/Program Area: Established; Youth
Development

Project Description: Provide support for individuals in Demoscus Clarksburg cross seeking to obtain

**Project Description:** Provide support for individuals in Damascus-Clarksburg areas seeking to obtain a GED, by providing tutoring, encouragement and transportation if needed.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Program has capacity to serve 8 students at a time and currently serves 5 students. Cost of service per student (assuming current five student participation) is \$1,600.
- Each student progresses through testing at his/her own pace and could take up to 2+ years to obtain GED
- Program also provides transportation to testing facilities at a standard government mileage reimbursement rate.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Provides GED training in the Damascus-Clarksburg area. Faith Connections reports that it is the only organization providing GED training in the Damascus-Clarksburg area.
- Applicant also provides transportation to testing sites. There is a strong public need for transportation given lack of public transportation options in the area.
- Students that receive a GED are able to attend college or find better employment.
- Faith Connection's capacity is limited to around eight participants at each session and attendance varies depending on each participant's schedule.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Faith Connection identified a need in a targeted community and designed a program specifically tailored to meet the need.
- Applicant has provided GED training since 2010 and has helped 10 students get a GED.
- Applicant leverages other organizations by partnering with the Montgomery County Recreation Department to use the computer lab at the Damascus Recreation Center.

- Proposal provides a clear description of the services provided and provides measurable outcomes (GED passage).
- Proposal would benefit from a more detailed description of the number of residents in the Damascus-Clarksburg area in need of GED training and an estimate of how many individuals the organization expects to serve in FY16.
- Proposal would benefit from more concrete description of the outcomes of past participants (Passage rates for GED tests, college enrollment, employment, etc.). The organization reports a positive impact on the community and quantifiable data will help illustrate that impact.

Name of Organization: Family Law Community Organization

Category/Program Area: Newer; Children and Families

Amount Requested: \$35,000

**Project Description:** To support abused women and children, helping to succeed in legal system and overcome barriers to mainstream services.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- The provided operating budget was for the Frederick County program.
- Requested funds of \$35K, will cover 87% of project budget salaries.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Women and children, who are unable to receive services due to legal residency status, lack of funds and other issues are the target population.
- Applicant reports that an attorney and city employee requested Family Law Community Organization to serve Montgomery County.
- Family Law does not currently have an office in Montgomery County.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Family Law is proposing a new project in Montgomery County; the agency is currently providing services in Frederick County where they have served under 20 clients.
- A planned fundraising event in early FY16 is without a venue.
- Family Law Community Organization is requesting FY16 funding for basic operating expense, to start their services in Montgomery County.

- Family Law Community Organization would benefit from collaboration with Montgomery County Family Justice Center and other non-profits in the area which provide similar services.
- Outcome measure does not clearly state how many clients it will serve.
- Family Law Community Organization does not provide a clear project budget.
- Actual project services are unclear.

Name of Organization: Family Learning Solutions, Inc.

Category/Program Area: Established; Youth
Development

Project Description: Provide support for the I Am College Ready (IACR) Program

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Family Learning Solutions is requesting \$387,500 towards a program budget of \$416,500, or 93% of total budget.
- The program will serve 100 students (50 at Gaithersburg HS and 50 at Albert Einstein HS) at \$4,165 per student. FY15 organizational budget shows \$109,500 in expenses, income sources are unclear.
- Funds would be used for four salaries, an outcomes report, program supplies (including food and transportation), college tours and an awards dinner.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Family Learning Solutions' mission is to provide academic, career, mental health, and social services to at-risk youth.
- Family Learning Solutions is an after-school program based at Gaithersburg HS and Albert Einstein HS.
- Program components include academic tutoring, college prep, workforce readiness, leadership training and community service.
- Family Learning Solutions utilizes the Hudson Peer Mentoring Model, a hierarchical model in which college students mentor HS students who in turn mentor MS and ES students.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Family Learning Solutions has been in operation since 1997.
- Family Learning Solutions collaborates with MCPS (receiving space and other in-kind support), other county agencies, and several colleges.
- Family Learning Solutions reports a strong volunteer base, the program at Gaithersburg HS is volunteer driven (no paid staff) at this time. The program at Albert Einstein is funded and staff is paid. Additional volunteers serve as guest speakers, etc.

- The proposal would have been stronger with better prepared organizational and project budgets with revenue and expenses clearly delineated. A Financial Statement would have been helpful (requested but not received). Family Learning Solutions appears to rely heavily on government and in-kind support at this time.
- The proposal would also have benefitted from clearer evidence supporting the need to quadruple the size of the organizational budget in one year, providing justification for some of the salaries and other more significant expenses would have been helpful.
- While funding for an Outcomes Report (\$43,000) is being requested to help in future fundraising efforts (and a more diversified funding stream is highly recommended), better financial and outcome reporting could be accomplished at current funding level.

Name of Organization: Family Services, Inc.

Category/Program Area: Established; Basic
Need

Amount Requested: \$65,000

**Project Description:** Connect those most in need to critical community resources.

**Cost-benefit analysis** (cost of service or activity; impact on recipient relative to cost):

- Requesting funds to hire a Client Services Coordinator. They have received funding for this position in the past.
- Client Services Coordinator would provide follow up services and case management for families with "complex needs".

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Family Services, Inc. is a large, well established organization which has served county residents for over 100 years.
- In FY 15, the Client Services Coordinator exceeded the target number (360) of "complex needs" clients to be seen (550).

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Family Services, Inc. has extensive experience providing services to county residents of all ages who have limited access to resources.
- They employ a multi-ethnic staff of over 400 to provide culturally competent services to recent immigrants.
- Family Services, Inc. has a history of providing excellent services to meet the critical needs of some of the county's most underserved residents.

- Family Service, Inc. has demonstrated its ability to provide services to its target client population.
- They are well positioned to provide and manage these services.
- In most cases, they have exceeded their goals of clients served. It is reasonable to expect that they will continue to do so.

Name of Organization: Family Services, Inc.

Category/Program Area: Established; Amount Requested: \$21,683

Health/Behavioral Health

Project Description: Fund the creation, production and distribution of a free booklet titled, "When Moms

**Project Description**: Fund the creation, production and distribution of a free booklet titled, "When Moms and Dads Come Home from Jail"

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

• The proposed booklet will help the at-risk children of incarcerated parents and involved educators and support professionals to understand and deal with ongoing challenges, specifically a parent's release from prison. The modest costs of production and initial distribution of the booklet are outweighed by the downstream costs of leaving those challenges unaddressed.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Children who have an incarcerated parent are at risk for social, emotional, behavioral and academic issues. Without effective intervention, 70% of these children can be expected to become involved with the criminal justice system, at great cost to themselves and the community.
- Since 2007, 9000 copies of Creative Family Projects' (CFP) first booklet, "Mommies and Daddies in Jail", have been distributed to affected children and their families, educators, social workers, police and other professionals. It has been widely recognized as an effective educational and supportive resource for all stakeholders. Preparation of a follow-up booklet on the problems of parent reentry has been requested by the Federal Bureau of Prisons and the booklet, if produced, will be used at the Montgomery County (MC) Pre-Release Service Center and the MC Correctional Facility.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding resources; organization's capacity to carry out program):

- Family Services, Inc. has provided innovative, effective social services to MC residents for over 100 years. It is notable for meeting predicted grant outcomes and leveraging county seed money. In November 2014, CFP entered into a Support Agreement with Family Services, Inc., thus becoming newly eligible for grant funding. This is its first grant request.
- 20% (\$4,246) of the requested funds represent the cost of printing and shipping 2,000 copies of the proposed booklet during the grant year. The remainder covers the nonrecurring costs of creation and production of the new booklet. If the FY16 request is granted, Family Services, Inc. will assist CFP in marketing and securing non-county grants to cover the out year costs of printing and distribution.
- The Director of the MC Department of Correction and Rehabilitation has sponsored the distribution of CFP's first booklet since 2007 and has offered to sponsor distribution of the new booklet.

**Strength of Proposal** (clear description, measurable and relevant outcomes, including results achieved to date; integration/coordination with other nonprofits and County services; clear budget description; plan for future funding:

• The budget is clear and reasonable and the recognized value of CFP's first booklet predicts the utility of the second. The proposal requests full funding for production and first year distribution of the new booklet. It would be strengthened by some explanation of the absence of non-County funds.

Name of Organization: Family Services Inc.	
Category/Program Area: Established;	Amount Requested: \$60,000
Health/Behavioral Health	

**Project Description:** This grant would provide a Family Services clinician for clients who are seeking workforce connection services from the Montgomery Works program and who also are struggling with mental illness.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Family Services, Inc.is proposing a short-term, solution-focused model.
- The proposal anticipates that the clinician will screen up to 50 clients monthly to identify those who could benefit from intervention and to offer counseling on site.
- Initial referrals will be made by Montgomery Works staff.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- By offering mental health screening, counseling and case management, Family Services, Inc. hopes to decrease the barriers Montgomery Works client face in finding and maintaining employment.
- Clients seeking employment with the assistance of Montgomery Works may be veterans, victims of
  disaster, recently incarcerated, or others struggling with mental illness. Because services will be
  available on site, clients who may otherwise be unlikely to easily access counseling services can be
  reached.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Family Services, Inc. requested funding for this program for FY15 and received the grant. However, the funding did not become available until February 2015 so the organization has just begun to implement the program.
- This is a pilot project and it is anticipated that, once it is established, it will become self-sustaining. The model anticipates charging client's insurance policies for some of the costs. However, Family Services, Inc. identifies a need for an extension of the current (FY15) grant to complete the pilot period.
- Family Services, Inc. has been operating in Montgomery County for over 100 years and collaborates with many organizations, including governmental and private programs. This proposal is a collaboration between Montgomery Works and Family Services, Inc.

- Family Services, Inc. is a mature organization and able to provide appropriate supervision and support for this new program and can make referrals within its own network or others within the community as appropriate.
- A database will be maintained to identify clients, symptoms and treatment plans. The program will also examine levels of job retention, therapist reports and overall achievement of client goals.
- In determining how to manage any funding under this proposal, it will be necessary to examine the cycle of delayed funding (received after this FY16 grant was filed) and the appropriate additional amount.

Name of Organization: Family Services, Inc.

Category/Program Area: Established;
Youth Development

Amount Requested: \$50,000

**Project Description:** The request will be used to provide academic, social and emotional supports during and after school for at-risk minority males at Gaithersburg Middle School.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- The cost of the program is \$89,112 and this request is for \$50,000.
- Funds will be used for staffing, facility rental, equipment and supplies that support the program.
- The City of Gaithersburg is contributing \$35,000 to the project match
- \$4,112 will be contributed by Family Services.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- 75% of the program participants will transition successfully to high school.
- 80% of the program participants will improve their school attendance.
- 80% of the program participants will NOT receive a suspension or expulsion.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Family Services has a very successful and long history of providing social services to Montgomery County's most vulnerable.
- In 2013, Family Services served over 25,000 of the most vulnerable residents of Montgomery County.
- Family Services youth programs are well established in the County and utilize many other nonprofit partners for service delivery including: Community Clinic, Identity, MHA, YMCA, HOC, and the Gaithersburg Police and Schools.

- This program is an outgrowth of the successful BROTHERS program and is targeted to minority middle school youth.
- The outcomes are measureable and clear.
- There is strong leadership and strong engagement with Gaithersburg Middle School.
- There is a demonstrated need for this program in Montgomery County.
- There is a strong fundraising and a diversity of funding sources.

Name of Organization: Florence Crittenton Services of Greater Washington

Category/Program Area: Established; Youth
Development

Project Description: Empower teen girls from less affluent families to make smart choices regarding their reproductive health, education and future careers.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

• Funds requested represent 50% of overall program budget for two full-time employees, two consultants, program expenses, including meals, transportation and cell phones to serve 100 – 150 high school girls at a per participant cost of \$1,000 in the SNEAKERS program.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- SNEAKERS program specifically targets at-risk high school girls in Clarksburg, Gaithersburg and Silver Spring with 25% from Spanish-only families from Central America.
- Need to serve targeted population is clearly defined with statistics specific to the program
  participants gained from confidential survey that shows high-risk behavior prior to participation in
  program.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Organization has served Montgomery County girls since 1983 through comprehensive, holistic programming geared for specific participants and geographical location.
- Organization and SNEAKERS program partners with a broad range of local youth organizations, social services agencies and professional organizations to provide holistic programming.
- Extensive history of successful program implementation, growth in numbers of participants served and focuses on long-term impact in a specific population.

- Proposal outlines clearly outcomes achieved, pre- and post-program metrics and capability to track and measure program success.
- Proposal could benefit from an update on stated long-term goal to diversify funding sources outside of government agencies including shift over the history of the organization to secure multi-year foundation grants to increase sustainability.

Name of Organization: Florence Crittenton Services of Greater Washington – County Executive

Category/Program Area: Established; Youth
Development

Project Description: Funding for college access program that engages parents and prepared 8<sup>th</sup> grade

girls to become firsts in their families to attend college

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Will provide 40 girls attending middle school during the 2015-2016 year with a 30 week program of structured, research-based curriculum with sessions on careers, college majors, admissions requirements and financial aid. Will help girls develop a college-going identity and envision a college-going future.
- Program increases parent engagement in daughter's education

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Graduation and college readiness rates for low-income Black and Latino students remain appreciably lower than they are for White students. Plan focuses on developmental tasks and competencies that young people need to plan for and succeed in higher education
- Will provide a better educated workforce to meet workforce challenges.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- The program, 4C'ING the future has been in existence for 4 years.
- Collaborates with a wide range of other non-profits, community-based organizations, universities and government agencies
- Collaborates with DC Web Women to provide participants with a hands-on introduction to technology
- Organization has been in existence for 126 years
- Named one of the best small nonprofits by the Catalog of Philanthropy

- 80% of 30-40 program participants will demonstrate increased knowledge regarding college admissions, application processes and financial aid
- 80% of 30-40 program participants will demonstrate increased ability to set goals and make action plans

Name of Organization: Future Link, Inc.

Category/Program Area: Newer; Youth
Development

Amount Requested: \$23,600

**Project Description:** Provide authentic internship work experiences for at risk County youth keeping them motivated, persisting with their education, and on-track towards self-sufficiency.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- The organization provides internship program for economically disadvantaged young adults in postsecondary education.
- Organization seeks \$23,600 to formalize a cost-shared internship program where the organization and the corporate partners split stipend costs.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The program is geared towards economically disadvantaged young adults to obtain middle level jobs through internships.
- Participants must complete 14-week core self-advocacy and workforce development skills program (e.g., mock interviews, career assessments, and informational interviews).

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- The organization collaborated with 20 county agencies and nonprofit organizations.
- The organization provides at-risk youth with preparation for a meaningful career. Promotes the development of essential workplace skills.

- The organization's proposal was well written with clear outcome measurements.
- The budget is clear.
- Students will gain work experience and professional connection in their career field of choice.

Name of Organization: Gabriel Project Inc. (DBA Gabriel Network)

Category/Program Area: Established; Basic
Need

Project Description: Funds to serve women experiencing a crisis-pregnancy who may be homeless or

**Project Description:** Funds to serve women experiencing a crisis-pregnancy who may be homeless or living in poverty.

**Cost-benefit analysis** (cost of service or activity; impact on recipient relative to cost):

- The budget for this FY16 request is ¼ of the program budget of \$120,000 for the organization's Gaithersburg facility.
- The organization reports that it provides a unique service for pregnant women that other shelters may not provide.
- If successful, eliminates or minimizes the need for additional county services and assistance.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Gabriel Network's primary goal is to provide self-sufficiency as a mother to the women it serves.
- The goal includes appropriate pre-natal healthcare and nutrition; appropriate healthcare and nutrition for the baby; completion of training in infant care and nutrition, as well as life-coaching, goal setting and financial literacy.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Gabriel's Network, a faith-based organization, utilizes and maximizes volunteers and donations from the archdiocese and other churches to fulfill its mission.
- The organization reports that religious services are a required part of the its residential program

- The mission is very clear and explained in the proposal
- In 2012 more than 100 moms, children and fathers received support from Angel Friends
- In 2012 Gabriel's Project three maternity homes served 40 moms and babies.
- The organization reports that it is unable to track mothers' progress after they leave the group home.

Name of Organization: Gandhi Brigade, Inc. – County Executive		
Category/Program Area: Established; Youth Development	Amount Requested: \$35,000	
<b>Project Description</b> : To develop youth leadership and employment potential through media training, community engagement, and community service in Montgomery County.		
Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):		
See evaluation on prior page		
<b>Public benefit</b> (identified and demonstrated need; to justification):	arget population well served by proposal; program	
See evaluation on prior page		
<b>Strength of organization</b> (how long has agency delegation) use of volunteers and/or partner organization funding/resources; organization's capacity to carry of	ions in program; leverage non-county government	
See evaluation on prior page		
<b>Strength of Proposal</b> (clear description, measurable to date; integration/coordination with other nonprofiplan for future funding):	e and relevant outcomes, including results achieved its and County services; clear budget description;	
See evaluation on prior page		

Name of Organization: Gandhi Brigade, Inc.

Category/Program Area: Established; Youth
Development

Amount Requested: \$27,000

**Project Description:** Support for program to develop youth leadership and employment potential through media training, community engagement, and community service

**Cost-benefit analysis** (cost of service or activity; impact on recipient relative to cost):

- The total program cost is \$305,829 and the organization is requesting a grant for \$27,000.
- Request includes salary, rent, and other utilities expense.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Gandhi Brigade concentrates its services in Eastern Montgomery County as it is the most diverse
  area with a large minority population; working to reduce disparities and improve conditions for all
  residents.
- Requested funding provides digital media education to enhance future career jobs in the media and communication industry for better futures and safer neighborhoods.
- Students who complete the program may receive stipends for future work with the organization.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Gandhi Brigade has been encouraging youths in underserved and immigrant communities to become future leaders in Montgomery County for 10 years.
- Gandhi Brigade and its collaboration with the International Cultural Center, Passion for Learning, and other local organizations aims to educate youth on the importance of cyber civility and guidance on how to achieve it.
- Gandhi Brigade received grants from the Arts and Humanities Council, Montgomery County Cable Office, the County Executive Community Collaboration Grants, and Excel Beyond the Bell for FY15 totaling \$205,000.
- Gandhi Brigade anticipates increased funding from individuals and local businesses in the future, and plans to initiate a new location in the Silver Spring for the program.

- Description of the programs was clear and showed great collaboration with Montgomery County programs and businesses.
- The budget was clear, but a few concerns were raised on how to gain more funding from individuals and businesses.
- Outcomes seemed promising from program description. More information on how the outcomes mentioned are evaluated would be helpful, as well as including more numbers on how many students are involved, how many students graduate with the program, and how many continue their education in the media and communication field.

Name of Organization: GapBuster, Inc.

Category/Program Area: Established; Youth
Development

Project Description: Positive Youth Development for at-risk students using STEM competitions, college visits, educational field trips and community service.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- The program offers a variety of activities intended to broaden the horizons of those whom it serves. Some activities are more intensive and some more extensive in the number of students served.
- Positive results have been reported over the past two years although the number of students
  positively impacted is not clear since outcomes are reported as percentages and not the number of
  individuals impacted.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

• Gapbusters is committed to raising academic standards and promoting higher levels of achievement for socioeconomically disadvantaged students. Through supplemental education, enrichment programs, and leadership training, Gapbusters seeks to develop well-rounded individuals positioned to excel in academic, social and professional environments.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Organization has received nearly \$300,000 over the past three years for this program from the County. A Graduate School program at University of Maryland has developed a 10 year fundraising plan for the organization and some external financing has become available.
- Organization also has relationships with the National Society of Black Engineers, Ten80 Stem Education, Xerox, 100 black Men of Greater Washington, US First, and others.

- The program has resulted in some winning teams at STEM competitions; this continuation proposal promises to have 25 students engage in STEM competitions, 45 to visit colleges, and 1000 to participate in field trips and community service events.
- It is unclear whether there is overlap among students in the different activities and what the impact is likely to be on such outcome measures as college attendance in comparison to students who have not participated.

Name of Organization: GapBuster, Inc.

Category/Program Area: Established; Youth
Development

Project Description: Provides ESOL, GED, tutoring, group and individual mentoring, and referral services for individuals with mental health issues.

**Cost-benefit analysis** (cost of service or activity; impact on recipient relative to cost):

• The proposal requests 60% of project financing with the balance to be provided by the League of United Latin American Citizens (LULAC). Because the proposal does not specify the number of youth to be served, cost-benefit cannot be determined.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The project would provide ESOL, GED, tutoring, group and individual mentoring to participants and referrals, where necessary, to mental health agencies.
- The proposal contains a clear statement of the target population to be served, primarily unaccompanied immigrant youth. However, it does not specify the number of youth to be served.
- Program proposes a wide range of services to immigrant youth and adults, including English language instruction, assistance gaining U.S. citizenship and GED training.
- Program has reported percentage results in Prince George's County, including 81% of clients in ESOL improving from baseline, 92% of clients passing GED exam in all sections and 100% of clients who took citizenship exam passing, without actual numbers of clients.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Gapbusters has been serving low income and minority youth and has been supported partially by grants from Montgomery County for the past three years.
- It is proposing to bring the program which has operated in Prince George's County since 2011 to Montgomery County. To do so, it is receiving support from LULAC, a well-known national organization active in immigrant affairs.

- The proposal has an excellent statement of need and specific educational activities to be undertaken. However, it does not state how many individuals it expects to serve.
- Outcomes are limited to only one aspect of program learning to read, write and speak English.
- The proposal would benefit from outcomes projections and targets for the several other proposed project activities (e.g., GED exam, citizenship exam, referrals to mental health agencies)`.

Name of Organization: GapBuster, Inc.

Category/Program Area: Established; Amount Requested: \$142,355

Health/Behavioral Health

**Project Description:** Provide high benefit program to low-income persons by addressing the sexual behavior of minorities and low-income residents in Montgomery County.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Program to address sexual behavior of low-income and minority persons to prevent HIV/AIDS.
- Proposal has two purposes: (1) to identify seven newly infected persons, refer them for treatment, and ensure follow-up and (2) train HIV Peer Educators who are able to implement peer HIV prevention with fidelity.
- Program appears only moderately cost-effective as it appears to reach a relatively small number of infected individuals. Reports testing 52 persons in prior year.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The organization plans to focus on low income and out-of-school African-American and Hispanic youth to build awareness and prevention strategies among parents, peers, and healthcare providers to reduce risky sexual behaviors. It seeks to expand testing, prevention and outreach to help prevent HIV/AIDS and to support those who are found to be infected.
- Program plans to make HIV testing more accessible by offering testing during non-work hours.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- GapBuster is a non-profit educational organization founded in 1999 to teach young men and women to use their gifts and talents to address and overcome the barriers that impede them from reaching their full potential.
- Applicant intends to partner with other non-profits, such as Teen and Young Adult (TAYA) Health Connection and Planned Parenthood, to reach a greater population in need of HIV testing.

- Program has been supported in part by the States Infectious Diseases and Environmental Health Administration. Funding is being sought to employ a full-time registered nurse and two part-time facilitators. Outcomes specified are intermediate (linking to care) rather than results oriented (improved health status). Proposal would be strengthened by data on reduction of STD's and HIV. One outcome is focused solely on staff training.
- Proposal would benefit from more concrete description of number of county residents that are
  expected to be served by the program and some explanation of the low numbers being reached.

Name of Organization: Generation Hope

Category/Program Area: Newer; Youth
Development

Development

Development

**Project Description:** Provide teen parents with tuition support, mentoring, academic/life/professional skills, tutoring, and case management to make college a reality.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Requesting \$15,000; total program cost is \$363,100. Currently 35 parents pursuing college degrees; each receives up to \$2,400/year in tuition assistance. Increase to 60-65 by July 2015. Roughly 20% of the Scholars are from Montgomery County.
- Reached 30 expecting parents from Montgomery County through workshops last year.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

• Provides financial and emotional support to young parents (ages 25 or younger) pursuing college degrees; raises awareness in teen parents that college is an option through college readiness workshops and the Hope Conference.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; number of staff, volunteers and/or partner organizations in program; leverage non-county government funding; organization's capacity to carry out program):

- Established March 2010. In its four years of existence, the organization has supported 46 parents in college, 3 college graduates (with 3 more in May 2015), and 300 through workshops.
- The organization was named "one of the best" nonprofits in the DC area by the Catalogue for Philanthropy; featured by major media outlets Washington Post and NBC Nightly News. The founder was named a 2014 CNN Hero.
- It has a diversified fundraising strategy that supports program which includes corporate sponsorships, government support, individual donations (the mentors commit to providing the \$2,400/year tuition for their mentee for 2-4 years), and fundraising events.

- The organization has increased awareness about its cause through favorable media coverage.
- It has aligned itself with major corporations and foundations to ensure its sustainability.
- It has built a strong network of volunteers and partnerships to carry out their mission.

Name of Organization: Girls on the Run of Montgomery County, Inc.

Category/Program Area: Established;
Youth Development

Amount Requested: \$25,000

**Project Description:** The request will be used to provide funding for out of school time activities for youth that address the social, emotional, and physical needs of girls.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Funds will be used for rent, supplies, and staff salaries.
- The total cost of the program is \$145,000.
- Program participants will hold fundraising events to assist with the program.
- Other matching funds will come from sponsorship, individual donations and earned income.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- In the past 7 years since its inception, the program has grown from 89 girls in 7 schools to over 2,500 girls in over 100 schools.
- Over \$620,000 in scholarship support has been given and over 1000 pairs of running shoes.
- 75% of participants are from Title 1 schools.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Girls on the Run works with many other nonprofit partners that include Linkages to Learning, MCPS, the City of Rockville, Montgomery Mall and the City of Rockville.
- Girls on the Run has a strong track record for assisting at-risk girls in Montgomery County.

- There is strong fundraising and a diversity of funding sources.
- This request will provide program support thru scholarships to 25% of participants.
- 200 girls will receive new running shoes.

Name of Organization: Graceful Growing Together, Inc.

Category/Program Area: Newer; Community
Development

Amount Requested: \$63,280

Project Description: Capacity Building for Capital Campaign Planning and Prospect Cultivation program recommended by Graceful Growing Together Feasibility Committee and Community Counseling Services.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

• The total cost of this project is \$141,238. The grantee is requesting the County Council to fund 45% of the total amount. The funds will be used for campaign planning and prospect cultivation prior to launching a public campaign. The organization's capital campaign has 12 phases. This phase is a pilot that will engage the community and boost awareness about the campaign, with the goal of soliciting donors.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

• Graceful Growing Together plan is to build a larger facility. The current space is limited, and the goal is to expand capacity to meet the demand by community organizations. The current square footage is 17,000; the new facility will be 65,000 square feet. Construction start is scheduled for 2016. The new facility will allow multiple nonprofit organizations and community groups to conduct charitable services with flexible leasing and usage terms. The organization currently provides in its existing facility: lunch to the homeless, adult day care, a child development center, counseling, 20 support groups, job training, election-polling place, concerts, and nonprofit meeting space to over 34,000, inclusive of clients and services, annually.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Graceful Growing Together is a nonprofit organization formed in 2008 under the auspices of Christ Evangelical Lutheran Church. The organization has raised funds from board members, corporate donors, congregation members, loans, foundations, and received grant funds from the County Executive Community Collaboration Grant for FY2015.
- Once the new facility is built, the goal is to sustain the facility through ongoing solicitation of fundraising activities and space rental.

- Overall the proposal and budget was written clearly and concisely.
- The funds will be used for three consultants' salaries.
- By the 4Q15 the organization anticipates, 70% of staffing for the Capital Campaign will be completed. The organization will have cultivated and secured 40% of the \$1,000,000 Campaign's goal, via commitment letters or contracts. By2Q16, the organization will have audited 90% of the 12 Step Capital Campaign, and received recommended actions.
- The outcomes listed could have been stronger if the applicant had included actual numbers (rather than just percentages), under the outcome description and linked them to the outcome measurements.

Name of Organization: Great and Small – County Executive

Category/Program Area: Established; Older Adults/Disabilities

Amount Requested: \$10,000

Amount Requested: \$10,000

Project Description: Operating support for equine-assisted programs serving individuals with special

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

• While the potential benefits of this equine-therapy program are important, the proposal would greatly benefit by identifying the number of County clients and the average cost of the service per client, in addition to a more specific description of the target population, especially by income level

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The proposal would allow expansion to serve more County youth with special needs
- The program is obviously popular and attracts multiple funding sources

needs

 The proposal would benefit greatly by identifying more specifically the demographics and number of County clients

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- The proposal makes clear that the organization is well supported by public and private funders and volunteers
- The organization is a member of a network of equine service providers and is obviously linked to other types of service providers
- The identified outcome is gaining a new riding skill in each session. Given that this is only a part of a therapeutic plan, the outcome is reasonable for overall reporting. The proposal notes that more data is collected and that there is an effort to identify a new way to analyze and report it
- The budget is clear and there is a strong sustainability plan. The organization has been in existence for 15 years

**Strength of Proposal** (clear description, measurable and relevant outcomes, including results achieved to date; integration/coordination with other nonprofits and County services; clear budget description; plan for future funding):

• The proposal is clear and makes sense but it would be much stronger if it identified its specific population and number of County clients

Name of Organization: Greater Washington Jewish Coalition Against Domestic Abuse (JCADA)

Category/Program Area: Established; Children and Families

Amount Requested: \$65,000

**Project Description:** Legal Access facilitates the attorney-client relationship by empowering clients in the legal process and providing domestic violence trainings to attorneys.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Funding would cover partial salary of Legal Access Program Supervisor, and full salary for Legal Access Coordinator to provide information to JCADA clients
- At time of interview, 85 out of 92 clients were Montgomery County residents

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Legal services is number one unmet need, after housing, for survivors of domestic violence; lack of legal information is barrier to those who want to leave abusive partners
- Provides culturally sensitive services; 18% of clients are of non-Jewish backgrounds
- Legal Access Coordinator does not provide legal advice, but provides information to clients on how
  to navigate the legal process and what to expect, and develops relationships with attorneys who are
  interested in providing pro bono or lower-cost legal services to JCADA clients
- Role of Legal Coordinator improves clients' confidence in working with attorneys; attorneys themselves can focus on providing actual legal advice/representation

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- JCADA has been providing services for over 15 years; this is funding for 2<sup>nd</sup> year of legal access program -- last year received County Executive grant for half of costs.
- For FY16 has already raised half of costs from private sources; has strong community base.
- Use of volunteers doubles staff capacity.
- Higher than average success rate of victims not returning to abusive relationships.

- Well-written proposal with clear budget description and plan for future funding
- Works in coordination with other organizations; has adapted a model already in practice
- Proposal might be strengthened by including a measure for increased understanding of Domestic Violence issues by attorneys participating in training,

Name of Organization: Greater Washington Jewish Coalition Against Domestic Abuse (JCADA)

Category/Program Area: Established; Children | Amount Requested: \$50,000

and Families

**Project Description:** Providing critical crisis services to teen/young adult victims of dating abuse & witnesses of domestic abuse and their families

**Cost-benefit analysis** (cost of service or activity; impact on recipient relative to cost):

- Grant would cover majority of salary of Adolescent and Young Adult Clinician, core of the service.
- Has served 120 individuals since 2010.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Demonstrated need; teens have come forward as a result of JCADA's prevention workshops
- Is only local community organization providing free clinical services to teen and young adult victims of dating abuse and their families

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Began serving teens and young adult victims in 2010; has received county funds in FY14 and FY15
- Use of volunteers doubles staff capacity
- Has been pioneering services for teens/young adults, e.g. agency is developing new danger assessment that is appropriate to the situation of teens and young adults
- Is recognized as expert in working with this target group

- Clear description of need, provides unique service
- Coordination with other nonprofits and county services, including the county Domestic Violence Coordinating Council
- Would complement funding from private sources; funding plan seems well thought out, fundraising already
- Complement to prevention work which is supported by private funds

Name of Organization: Greater Washington Jewish Coalition Against Domestic Abuse (JCADA)

Category/Program Area: Established; Children Amount Requested: \$65,000

and Families

**Project Description:** Critical crisis services to victims of domestic abuse and their children to help overcome their trauma and live safer lives

**Cost-benefit analysis** (cost of service or activity; impact on recipient relative to cost):

- Funding would provide partial salary for 3 staff members involved in providing crisis services
- At time of interview had a total of 92 clients, 85 from Montgomery County

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Serves victims of domestic violence
- Provides culturally sensitive services thereby helping those who otherwise would not have received assistance due to cultural barriers

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Has provided services since 2001 (last 14 years)
- Has received public funding in the past
- Uses extensive pro bono professional resources in excess of 90K per year
- Only group of its kind providing direct services within the local Jewish community; also serves clients of other backgrounds and faiths
- Receives funding from private sources as well

- Outcome achieved is clients will understand the threat of danger in their relationship, increase their safety and positive status of closed cases; outcomes measured by interviews and clinical observations and tracking of closed cases
- Collaborates with multiple groups including other nonprofits and County agencies

Name of Organization: Greater Washington Urban League, Inc.

Category/Program Area: Established; Amount Requested: \$229,190

Economic/Workforce Development

Project Description: Provide employability training and employment assistance to at-risk young adults ages 18 to 24.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- This program has been designed with a projection for fairly large county support (approx. 90%) with additional possibilities for funding from potential partners in the private sector and support with the County Volunteer Center participants.
- It is designed to serve approximately 40 participants (court involved youth), who will receive intensive assistance across several sectors such as employment counseling, strategic financial and developmental support, and others.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

 This application defines a strong program for an underserved and challenged constituency in the County. This program offers both employment services and financial and digital literacy training, services that the court-involved and/or at-risk young adults need.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- The Greater Washington Urban League (GWUL) is a strong and highly successful social services civil rights organization serving the Washington metropolitan community since 1938.
- This program for intensive personal growth, which includes both classroom training and retail and other internships, has been successful with over 7500 at risk youth in the City of Washington, DC.
- At the present time, the GWUL is working hard to introduce itself to the County government and other possible partners in the county so implementation will be successful.

- GWUL has designed this substantial grant to foster and grow its program into the County by integrating its model into the Montgomery County Children Prepared to Live and Learn Program. This County program focuses on the strengths and resiliency factors of disadvantaged youth as a means of increasing the likelihood of success, similar goals to the ongoing GWUL program. This interconnection is still at a preliminary stage, however.
- The sizable grant proposal details the 90/10 funding percentage breakout of grant and its partners. Private partners are still being recruited in the County, as is a more formal relationship with the County government agency connected this focus on court involved youth.
- The proposal also plans to use evaluated outputs and outcomes as marketing tools. For example, it will present case studies on its website and develop outreach materials to disseminate to other organizations.

Name of Organization: GreenWheaton, Inc.

Category/Program Area: Newer; Community
Development

Project Description: Help GreenWheaton develop and implement community-appropriate,

**Project Description:** Help GreenWheaton develop and implement community-appropriate, environmentally-friendly projects and programs promoting Wheaton MD

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

• Green Wheaton Inc. is requesting from the County Council 43% of the total operating funds of \$35,000. Portions of the funds will be used for `consultants' fees, insurance, web development, marketing materials, and administrative expenses.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- GreenWheaton's goal is to continue educating local businesses, residents and the surrounding areas in Wheaton about "going green."
- The organization assists the community in redeveloping the area into an economically resilient, environmentally friendly, and multi-cultural vibrant community.
- It conducts green business seminars, trash and invasive species clean-ups and planting of streams; clean-up of parks, public facilities, and electronic recycling. It has also held an environmental movie night, paper shredding events, programs on greening restaurants and retail businesses, and a monthly Green Drinks Happy Hours.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

• GreenWheaton was established in March of 2011. The organization has received funding for the past three years from the County Executive Community Collaboration Grant. It collaborates with the County Department of Environmental Protection, the County Department of Economic Development, the Wheaton Library, the American Legion, the VFW (Post 2562), Westfield Wheaton Mall, MUM, the Arc Montgomery County, and local green organizations in Montgomery County. It has collaborated with Silver Spring Green to host special "green" events.

- GreenWheaton, Inc. has received funds from individuals, corporate sources, government, private grants, board members, and sponsorships. The organization plans to continue to solicit funds from various sources.
- Overall, the proposal was clear, however, the outcomes could have been stronger if the organization had included the "number" of seminars, special events, volunteers, etc., in 2014. The indicators would have allowed the committee to measure the organization's level of increase for 2015. The proposal would have been stronger if the budget was clearer. Justification of the organization's budget was requested by the Grants Advisory Group.

Name of Organization: Habitat for Humanity Metro Maryland, Inc.

Category/Program Area: Established; Basic Amount Requested: \$30,000

Need

**Project Description:** Purchase materials to be used to repair low-income homeowners' homes.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Low-income homeowners' often can't afford to make necessary repairs to their homes.
- Without repairs the home can become unsafe, uninhabitable or be cited for county/city code violations.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Low-income homeowners' in Montgomery County will receive home modifications free of cost.
- The organization assists with maintaining the existing affordable housing stock.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Habitat for Humanity Metro Maryland has been serving low-income Montgomery County residents for 32 years.
- Habitat for Humanity Metro Maryland saved over \$800,000 last year as volunteers contribute over 32,000 hours in labor.
- Habitat for Humanity Metro Maryland has strong partnerships with a number of foundations and community organizations that support their efforts.
- Most repairs will be carried out by volunteers many of whom are experienced with building repairs. Major repairs like roofs will be done by professionals.

- The Repair Program was established in 2012 and has completed fifty-two repair projects, serving thirty-eight individuals.
- Habitat for Humanity Metro Maryland will serve 8 families through with minor/critical repairs with grant funds of \$30,000.
- Identifies obtainable outcome measures.

Name of Organization: Head Injury Rehabilitation and Referral Services, Inc.

Category/Program Area: Established; Amount Requested: \$40,000
Health/Behavioral Health

**Project Description:** Purchase vehicles for multiple purposes including employment and community living services.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Since the vehicles will be used for multiple purposes by many people, it is difficult to identify a cost-benefit for the purchase.
- One outcome measure says they will be used by at least 60 people, so it could be said to be \$666 per person per year.
- The impact on the program is to make it possible to transport participants without outside assistance.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The target population of adults with head injuries and related disabilities is supported by this program.
- If the proposal is funded, the organization will be able to transport its clients to various activities of daily living.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- The Head Injury Rehabilitation and Referral Services (HIRRS) is a nonprofit funded by state and county programs. 8% of their revenue comes from other sources.
- The HIRRS collaborates with a few nonprofits to obtain some services for clients.
- The HIRRS has surpassed its target of supporting 100 brain injury survivors per year and plans to expand its service in the future.

- The proposal would be stronger if there were a plan to leverage funds from other sources to supplement this funding.
- Outcome measures would be more meaningful if they reflected the activities undertaken, rather than simply miles per year and number of people getting rides.

Name of Organization: Heart of Tabitha Foundation

Category/Program Area: Newer; Youth
Development

Amount Requested: \$89,300

**Project Description:** Provide services to young ladies experiencing economic and/or situational difficulties in Montgomery County.

**Cost-benefit analysis** (cost of service or activity; impact on recipient relative to cost):

• The total program budget is \$148,150. Requesting about 60% of operating costs. The organization stated that it was mostly a virtual organization at this time with plans to share space with Gapbusters sometime in 2015.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

• The program plans to meet the challenges faced by young women mostly at risk, who are facing some sort of economic and/or situational difficulties.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- The organization collaborates with National Center for Children and Families, NAACP, the Arc of Montgomery but the primary partner is Gapbusters in providing most of its services.
- The organization is in its formative stage and its programs are relatively new.
- Has not previously received County Council funding.

- The organization's proposal is ambitious given the newness and size of the organization.
- The organization is encouraged to consider an organizational structure that involves operating, even for a limited time, as an adjunct to an existing program with which they already work, thereby increasing the opportunities to most efficiently implement and sustain their programs and build on the synergies between the two.
- The budget is clear.

Name of Organization: Hebrew Home of Greater Washington, Inc.

Category/Program Area: Established; Older Adult/Disabilities

Amount Requested: \$94,400

**Project Description:** Support the ElderSAFE Center, which provides temporary shelter, outreach, public education, and advocacy on behalf of victims of elder abuse

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Organization is well known in the community serving thousands of residents over its 104 year history
- Grant request for Director Salary
- 600 shelter days available; Prior year outcomes; opened 22 cases; three clients granted admission
- 300 employees trained on elder abuse identification
- Conducted community-wide outreach and education to no less than 600 community members

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Admits all ethnicities based on need
- Nursing home: 72% on Medicaid
- Provides shelter and other services specifically for older abused adults
- Organization provides services to low and low-low income residents

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage noncounty government funding/resources; organization's capacity to carry out program):

- 104 year old organization with administrative and physical plant to deliver the proposed service
- Organization has substantially leveraged other non-county government funding for the proposal
- Organization is well positioned to carry out the program

- The organization proposes to expand the coalition of community partners that meet quarterly
- Budget clearly requesting funds for one salaried position

Name of Organization: Heritage Tourism Alliance of Montgomery County - County Executive

Category/Program Area: Established;
Community Development

Amount Requested: \$100,000

**Project Description:** This funding will provide operation support for Heritage Montgomery.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Requested funding (\$100,000) is 35% of the total program cost (\$289,500).
- Funds mostly will go to support salaries and necessities (rent, phone, postage, etc.); \$10,000 will go toward the Mini-Grant Program.
- Heritage Montgomery's (HM) Mini-Grant Program provides funds of up to \$2,500 for recreation, heritage, and cultural sites; HM also plans Heritage Days allowing visitors to visit local heritage sites for free
- HM reports that it has brought more than \$2 million in state funding back to Montgomery County organizations, which leveraged \$5 million in total program activities

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- HM encourages tourism while protecting and promoting historical, cultural, and natural resources. The organization encourages "residents to become tourists" and "visitors to the County to stay longer and return more often."
- Mini-Grant Program awards approximately \$20,000 annually for projects in the County.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- HM established in 2003; Mini-Grant Program began in 2005; Heritage Days began in 1997.
- Organization has been operating at a \$10-\$16K deficit for the past two years.
- Vast majority of funding comes from state or county sources (all but \$6,500 of the total \$289,500 program cost). "Primary financial support comes in grants from the Maryland Heritage Areas Authority, a program that receives consistent support from the state."
- The organization is working on identifying outside funding from grants and corporate support but "will most likely be dependent on state and County funding for significant portions of its budget for some time to come."
- During Heritage Days volunteers at 40+ sites provide 1,200 hours of volunteer service.

- Outcomes include: increasing visitor attendance to partner museums, parks, and sites; improving quality of site offerings; and developing interpretive master plan. All outcomes will be measured through survey data and focus groups. Including benchmark data would give context to the percentages and numbers listed.
- More discussion of budget deficits, why they occurred, and how they will be eliminated in the future would strengthen the proposal.

Name of Organization: Hispanic Business Foundation of Maryland

Category/Program Area: Established;
Economic/Workforce Development

Amount Requested: \$50,000

**Project Description:** Develop a training Center that will help small businesses to become financially sound and dependable employers.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Requesting 17% (\$50,000) of total program costs for partial salary for center director and partial operating costs.
- Ensuring that the Hispanic small businesses achieve economic success.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Provide assistance to Hispanic and other minority owned small business to enhance sustainability and market growth.
- Create new generation of entrepreneurs.
- Strengthen the employee-employee relationship to generate job opportunities for local Latino youth.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Hispanic Business Foundation has received increased County Executive grants in FY13 and FY 14.
- Strategic partnership with the Hispanic Chamber of Commerce, Montgomery County (HCCMC).
- Established programs, Partnership Youth Initiative (PYI), a paid internship program designed to assist high school students at risk and with special needs and ADD Us In (AUI) serving youth ages 16-24 with disabilities into workforce transition.

- The foundation utilizes corporate sponsors in assisting to find funds and fundraising activities.
- The foundation collaborates with many non-profits.
- Outcome measures could be better defined.

Name of Organization: Hispanic Business Foundation of Maryland

Category/Program Area: Established; Youth
Development

Development

Development

**Project Description:** Support the Partnership Youth Initiative (PYI) to alleviate at-risk youth's economic stress and develop career-focus skill sets by exposing students to a mentored after –school work environment

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Hispanic Business Foundation (HBF) is asking for \$50,000 towards a \$65,034 program budget or 76% of the budget. Approximately 20 students will be served, 10 a semester. The cost is about \$3,251 per student.
- Funds would be used primarily for student stipends, but would also help cover two part time coordinator salaries, staff training, rent, insurance, and program equipment/supplies.
- FY14-15 organizational budget is \$213,100.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- This after-school program targets low-income minority at-risk and special needs county youth ages 16-21, helping them to prepare for and placing them in internships. Many of these youth have been identified as disengaged at school and at risk of dropping out.
- Students receive job readiness training and financial literacy education and are mentored at their internship sites by employers who support the PYI program.
- Most students complete 150 hours at their internship site and earn a \$500 stipend for each 50 hours completed.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- HBF's overall mission is to support minority businesses and strengthen economic development in the county.
- The organization has been serving county youth since 2008 and has placed 140 students into internships to date.
- HBF collaborates with MCPS and the Dept. of Recreation to identify students and works with the Hispanic Chamber of Commerce to identify potential internship sites.
- HBF utilizes volunteers, including High School and college students.
- HBF has received previous county funding. In addition to government grants, other sources of funding include foundations, events, and individual donations.

- The proposal would have benefitted from clearer financials. Financial sustainability is a challenge and under a new Board the organization is currently working to increase its visibility and capacity to fundraise. HBF has a fiscal agent, Aquas, Inc., which provides staffing, office space, accounting services etc.
- Projected outcomes include participating students staying in and graduating from high school as well as improving their job skills and workplace readiness. Pre-and post surveys are utilized. For a small number of students the outcome of an internship may be an actual job opportunity.

Name of Organization: Hispanic Business Foundation of Maryland

Category/Program Area: Established; Youth
Development

Development

Development

**Project Description:** Support the Youth Sports Media (YSM) Camp, designed for youth to learn about media coverage of in-school sports and athletics in MCPS

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- The total program cost is \$52,026 and the organization is requesting a grant for \$33,500, 64% of total cost.
- Request includes salary expense, travel, rent, printing, meals for students, and education packages costing \$89.50 per student per session.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Minority high school youths are encouraged to become Sports Video Reporters at MCPS and community events, enhancing community collaboration.
- Personal growth and leadership skills are also enhanced by providing other healthy and safe extracurricular activities.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- For 15 years Hispanic Business Foundation of Maryland has been able to provide assistance to the Hispanic community on how to establish a connection between businesses and the community, encouraging entrepreneurship.
- The Youth Sports Media Camp mostly works with high school students in upper Montgomery County and collaborates with the Wellness Centers by Identity to select students who qualify for the program.
- Last year Hispanic Business Foundation of Maryland received \$18,500 from Montgomery Community Media (MCM) providing 35% of the total cost for the YSM Camp, 2% donations from individuals, and another 2% from Hispanic Business Foundation of Maryland itself.
- For future initiatives, Hispanic Business Foundation of Maryland will seek sponsorship from various media entities in the County and provide in-kind services from MCM and Hispanic Business Foundation of Maryland.
- Volunteers are recruited from local high schools and colleges during summer and winter break, local business owners, and local radio and TV stations.

- Clear description of organization and other programs offered by the organization to assist low income families in the community and promote entrepreneurship.
- Although a breakdown of the budget was provided, financial statements need more specific information. More initiatives to raise money are recommended to diversify funding.
- Program aims for great outcomes, but outcomes should be measured with data (e.g. how many students pursue their education in the media industry, how many students go through the entire program per year, specific examples of skills gained through the program).

Name of Organization: Hope Connections for Cancer Support, Inc.

Category/Program Area: Established; Amount Requested: \$25,000

Health/Behavioral Health

**Project Description**: Provide support groups and workshops for cancer caregivers and the bereaved.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

• The grant request is 37+% of the total project cost (\$66,335). Hope Connections (HC) plans to fund the remainder from foundation and corporate grants and individual donations. The project costs are primarily the salary of professionally licensed therapists (Program Director and contract facilitators). The applicant states that if group participants were seen privately by its therapists, the annual cost would exceed \$690,000.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The project goal is to make professionally facilitated support groups and educational workshops available to all cancer caregivers and the recently bereaved, regardless of ability to pay. HC plans to increase the current number of workshops and expand the sites and timing of support groups to make its services available to a constantly increasing target population.
- Unpaid caregivers (family and friends) of cancer patients are at continual risk of physical and emotional burnout; many suffer from depression. The bereaved face similar emotional challenges. The free professionally facilitated support groups enable the target population to maintain and survive their role as caregivers and the bereaved to come to terms with their loss.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding resources; organization's capacity to carry out program):

- HC has been in existence since 2005. It has offered support services to affected Montgomery County (MC) residents since 2007 and states that it is the only organization in the greater DC area providing consistent professionally facilitated support to cancer caregivers from diagnosis to resolution.
- HC makes extensive and imaginative use of volunteers many are former clients. It has a large Medical Advisory Board (including 12 who are part of the MC health delivery system) and collaborates with area cancer organizations. It cooperates closely with and conducts support programs at the Medstar Montgomery Medical Center and has a growing integrated relationship with the new Aquilino Cancer Center in Rockville. It is an active and productive fundraiser.
- This project received partial county funding in FY15. HC had not previously received county funding.

- Although the budget is clear and appears reasonable for the project, the proposal would benefit from detail as to the proposed growth of services. Midterm outcomes for FY15 are adequately described and report measured improvement in caregivers' ability to cope.
- HC has enjoyed long term support from the Cafritz Foundation. It has been informed that there will be a "pause" in that funding for this year, but hopes that support will then be resumed.

Name of Organization: Hope Restored, Inc.	
Category/Program Area: Newer; Other	Amount Requested: \$197,012 (Revised to
	\$35,000 by applicant)
Project Description, De (Community Intermedicaies and Advances, for my fellows to advant the cost	

**Project Description:** Be 'Community Intermediaries and Advocates' for ex-felons to reduce the cost on lives and community through rampant recidivism.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- The FY16 funding request is to assist individuals who have been impacted by criminal involvement and released from incarceration to the County and are experiencing homelessness.
- HRI states that it help them to find a home and to re-enter the community in a cost-effective manner.
- The funding request is to provide individualized positive support as 'community intermediaries and advocates' for ex-felons, thereby, helping the community at-large.
- HRI plans to partner with several county public and private non-profits to provide their services.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- HRI's planned individualized intervention programs will support the most vulnerable segments of the community, i.e., the homeless and those re-entering society after incarceration.
- HRI plans to partner with several existing County Correctional Facilities and Re-entry Programs, to maximize their service benefits to the most vulnerable segment of the community, by helping them find a viable career-path and to re-connect them with their families and the community at-large.
- Their primary mission is to provide supplemental services to the target population, by connecting them to various support services and job-opportunities within the public and private sectors, which will eventually reduce crime and homelessness and also increase the tax base of the County.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- HRI is a relatively new organization with unanswered questions about the ability of the organization to implement the planned activities and achieve the proposed, somewhat unclear, outcomes. Staff size and program responsibilities were unclear.
- The organization does plan to work with existing County Correctional and Re-Entry Services, and other related Community Advisory Groups.

- In response to written inquiries from the grants review team, applicant changed the breadth of the program from \$197,012 to \$35,000. Their revised proposal would be stronger, if it provided sufficient details for the significant budget reduction and the proposed changes in their outcomes/targets for their future activities. For example, an explanation of how this project differs from other existing re-entry projects of similar size could have improved the narrative and given a better picture of the planned activities.
- The proposal also would be stronger if there was some additional discussion about realistic fundraising to support the organization. For example, the proposal projects \$120,000 in membership fees to be collected starting in 2015 without any explanation of this projection.

Name of Organization: Horizons Greater Washington

Category/Program Area: Newer; Youth
Development

Amount Requested: \$25,000

**Project Description:** Provide Year-round after-school programming for low-income children.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Requesting \$25,000; \$24,500 is for salaries, \$500 for staff development. Total program cost is \$235.284.
- Currently works with 330 students, 90 of which are from Montgomery County.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Helps address academic achievement gap among low-income students:
  - 90% of students began the 2014/15 school year having gained on average 2-3 months in reading and math.
  - 100% of students who stay with the program for all nine years graduate from high school, whereas the high school graduation rate for low-income students in the metro area is 52%.
  - 85% of students who graduate from high school enroll in college.
- The organization absorbs the full program cost of each student since 100% are low-income.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; number of staff, volunteers and/or partner organizations in program; leverage non-county government funding; organization's capacity to carry out program):

- The organization has been in existence since 2000. They began with a 6-week summer program for 15 kindergarteners and now work with 330 students from kindergarten through middle school in a year-round, out-of-school-time program.
- A large portion of their funding comes from private sources including foundations and individual donors. 100% of their board contributes, and their contributions comprise roughly 17% of the budget.

**Strength of Proposal** (clear description; measurable and relevant outcomes, including results achieved to date; activities and timeline to achieve outcomes; integration/coordination with other nonprofits and County services; clear budget description; plan for future funding):

• The organization appears to have a track record of success up to this point, based on their narrative and current data. However, they would benefit by providing more data regarding their past outcomes, especially since they have been running the program 15 years.

Name of Organization: Hospice Caring, Inc.

Category/Program Area: Established; Amount Requested: \$25,000

Health/Behavioral Health

**Project Description:** Enable a non-medical hospice to effectively serve the County's increasingly diverse population by removing barriers of language, culture and geography.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

• Funds requested represent 38% of overall program budget four employees, breakfast convening for community stakeholders, volunteer appreciation event and printing costs to expand program to 12-15 Spanish-speaking volunteers and from five to 15 Spanish-speaking residents.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Multicultural outreach training to expand volunteer base to include Spanish-speaking bereavement volunteers to reflect the ethnic and racial diversity of the county.
- Provide compassionate, practical high-quality care at no charge to Spanish-speaking county residents who are facing life-threatening illness or mourning the death of a loved one.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Organization has history of serving over 7,000 patients and families and provided support to over 6,000 grieving individuals in the county since 1989.
- Organization's volunteer-driven model with ratio of 42 volunteers to 1 staff leverages county residents and resources to create a community-driven service model.
- Strong diversification of funding sources from individuals (donations and bequests), corporations and foundation grants to ensure long-term sustainability.

- Proposal clearly states intended goal and purpose of grant to expand to include volunteer training and services specifically for Spanish-speaking county residents.
- Proposal and proposed program budget could benefit from using bereavement best practices for the Spanish-speaking community and increased partnership with local hospice organizations that currently serve the Spanish-speaking community in Montgomery County.
- Desired outcomes and metrics for reaching Spanish-speaking population should reflect the demonstrated need of the county as a whole; there should be some relationship between the number of the volunteers trained versus expected Spanish-speaking residents served.

Name of Organization: House of Ruth Maryland, Inc.

Category/Program Area: Established; Children and Families

Amount Requested: \$40,177

**Project Description:** Work with the Montgomery County Family Justice Center to provide legal representation and case consultation in family law cases to victims of domestic violence

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Request to support salary of half-time attorney and other direct costs
- This attorney would provide legal representation to 15 low-income victims of domestic violence, and provide consultations and safety planning to an additional 150 individuals.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Provides legal services to victims of domestic violence
- States that resolution of domestic legal issues is important factor in keeping victims safe in the long term

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- House of Ruth Maryland is the oldest organization providing support to domestic violence victims in Maryland; last year it served more than 14,000 people
- House of Ruth Maryland engaged in systemic advocacy for a coordinated community response in the county; has received support from Sheriff's office

- Outcomes will be measured by tracking number of clients represented and consultations provided
- Collaborates with multiple groups including other nonprofits and county agencies at Maryland Family Justice Center to connect clients to additional services, including housing, social services, etc.:
- House of Ruth Maryland's Domestic Violence Legal Clinic lawyers are considered the leading experts in their fields and train others
- Proposal would be improved by indication of stronger collaboration with other organizations that provide culturally appropriate services

Name of Organization: House of Ruth Maryland, Inc.

Category/Program Area: Established; Children and Families

Project Description: Provide for a full-time family/child therapist (LCSW) at the Montgomery

County Family Justice Center serving victims of intimate partner violence

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- Requested funds would pay portion of salary/benefits for full-time therapist, who would provide
  counseling to victims of intimate partner violence, assisting them with safety planning and
  improving their ability to advocate for themselves
- Would serve 50 clients at the Montgomery County Family Justice Center
- Proposal budget lists therapist salary at \$88,000, which seems higher than average

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Serves victims of domestic violence
- Serves victims of not only physical violence but also verbal, emotional, and other forms of abuse

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Last year House of Ruth Maryland, Inc. served 150 adults and 32 children through the Montgomery County Family Justice Center; others at the Montgomery County Family Justice Center have requested House of Ruth Maryland, Inc. to increase clinical services available there.
- House of Ruth Maryland, Inc. is a well-established organization; has received public funds for programs in the past

- Outcome achieved is domestic violence victims will increase their ability to be safe and increase
  their understanding of Intimate Partner Violence dynamics and community resources for support;
  outcomes measured by interviews and clinical observations
- Collaborates with multiple groups including other nonprofits and County agencies at the Montgomery County Family Justice Center. Makes internal referrals to for other services
- Program would be supported by three other private funding sources

Name of Organization: Housing Initiative Partnership, Inc.

Category/Program Area: Established;
Economic/Workforce Development

Project Description: Provide financial capability coaching to participants in the county's housing stabilization programs.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- In partnership with MC DHHS, Housing Initiative Partnership provides financial coaching to those in HHS-related housing.
- The program is one year in duration and involves individual and peer financial coaching.
- This program will serve 100 persons a year from a total budget of \$452,600, a significant portion of which is funded by Maryland DHCD (\$169,400), with a small amount (\$7,200) from HUD and the bulk from banks and foundations.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- Statistics show that minorities have been a major target of mortgage fraud and predatory lending.
- The effects of the recession (foreclosures primarily) are still being felt in Maryland, and those caught in its grip need to learn how to gain their financial footing.
- In addition to individual coaching, the program includes peer group sessions on credit as an asset, budgeting for savings, tax preparation and healthy eating on a budget.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- Housing Initiative Partnership, in business 26 years started the "Bounce Back" program in 2010 to help homeowners avoid foreclosure and extended the program to include coaching residents facing or recovering from mortgage default and renters
- Housing Initiative Partnership uses volunteers from Arbor, which works with TANF recipients in MC, the pharmaceutical company, Qiagen and from the MC Volunteer Center's website; volunteers from the real estate, insurance and tax preparation industries speak at Housing Initiative Partnership workshops.
- MC DHCA has funded the program under the Maryland HOPE grant for the last 3 years.

- The organization is well-managed, with a variety of funding sources.
- While the outcomes are specific: raising credit scores, debt to income ratio, and savings the proposal would be stronger if the outcomes provided more context, such as, what credit levels/ranges would a person have to achieve to qualify for home-ownership?
- It is unclear how a potential beneficiary of the program would learn about it absent a referral. The proposal would be stronger if there was an outreach component to the targeted group.

Name of Organization: Housing Opportunities Community Partners, Inc.

Category/Program Area: Established; Amount Requested: \$25,000

Economic/Workforce Development

Project Description: Support for Career Building Blocks, to equip low income adults to improve their

**Project Description:** Support for Career Building Blocks, to equip low income adults to improve their soft skills and vocational preparation for employment that offers livable wages.

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost of the proposal).

- The program builds on the ongoing Montgomery County Housing Opportunities Commission (HOC) staff program to assist residents.
- Community Partners will work with other qualified Montgomery County entities, such as Montgomery College, to supplement HOC employees' programs residential employment training. The program costs will be subsidized by the grant so that it will be free to residents, giving them a chance to develop skills and move into the workforce. There will be 50 participants.

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- The HOC residents are in great need of job search skills, having limited access and experience in structured organized searches. Only 50% of HOC residents have completed high school and just 15% have completed at least one year of college.
- This program will introduce Montgomery College to this resident population, allowing them to access the benefits of this quality program. The soft skills class there will offer multiple sessions of different vocational tracks.

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

• The HOC, the operator of public housing in the County for many years, has offered employment development services for over 25 years. It has partnered with Montgomery Works One-Stop Career Development Center. The organization exemplifies the collaborative approach, working closely with other non-profits and government agencies.

- The proposal strongly highlights a new relationship with Montgomery College. The submitted proposal was clarified to indicate that a substantial portion of the grant will be used for tuition reimbursement for the Montgomery College classes.
- The proposal is for less than half the projected amended budget, but unfortunately any other potential funding partners are undefined at this juncture. If partners are not found, the number of students affected would greatly reduce.

Name of Organization: Housing Unlimited, Inc.

Category/Program Area: Established; Basic Need

Amount Requested: \$50,000

**Project Description:** Housing Unlimited, Inc. provides permanent, supportive, independent, and affordable housing for Montgomery County adults with psychiatric disabilities

Cost-benefit analysis (cost of service or activity; impact on recipient relative to cost):

- The budget for FY16 is about 10% or \$50,000 of the program budget of \$573, 211.
- The request will pay for salaries and operating expenses

**Public benefit** (identified and demonstrated need; target population well served by proposal; program justification):

- In FY14, Housing Unlimited acquired an additional four homes that serve nine very low-income adults with psychiatric disabilities.
- In FY14- Housing Unlimited, Inc. tenants maintained their independent housing in terms of the following:
  - 90% of Housing Unlimited, Inc. tenants demonstrated an increased knowledge of the key elements of a lease.
  - 90% of Housing Unlimited, Inc. tenants paid their rent on time
  - 90% of Housing Unlimited, Inc. tenants met the cleanliness requirements in their rental agreement and maintained respectful relations with housemates

**Strength of organization** (how long has agency delivered proposed services, received public funds for program; use of volunteers and/or partner organizations in program; leverage non-county government funding/resources; organization's capacity to carry out program):

- The Property Development/Extra Measure Property Management initiative was launched in 1995. Housing Unlimited, Inc. receives charitable discounted rates on the water/sewage bills of Housing Unlimited, Inc. homes from the Washington Suburban Sanitary Commission (WSSC).
- Housing Unlimited, Inc. fully furnishes all of its homes. Housing Unlimited, Inc. relies primarily on donated gently used furniture from the community.
- Housing Unlimited, Inc. partners with community members to assist with the repair of Housing Unlimited, Inc. homes.
- Housing Unlimited, Inc. works hard to forge partnerships with A Wider Circle, Jobs Unlimited/Upscale Resale Shop, and Homebuilders Care Foundation

- Goals, outcomes, and impact to the community clearly defined, demonstrated and successful.
- The funding requested has great impact to the specialized community it serves.

Name of Organization: Housing Unlimited – County Executive	
Category/Program Area: Established; Basic Need	Amount Requested: \$25,000
<b>Project Description</b> : Operating Support.	
Cost-benefit analysis (cost of service or activity; in	mpact on recipient relative to cost):
See evaluation on prior page	
<b>Public benefit</b> (identified and demonstrated need; t justification):	arget population well served by proposal; program
See evaluation on prior page	
Strongth of organization (how long has agancy do	livered proposed services, received public funds for
program; use of volunteers and/or partner organizate funding/resources; organization's capacity to carry	ions in program; leverage non-county government
See evaluation on prior page	
<b>Strength of Proposal</b> (clear description, measurabl to date; integration/coordination with other nonprof plan for future funding):	e and relevant outcomes, including results achieved its and County services; clear budget description;
See evaluation on prior page	